Strategic Leadership: Managing the White Spaces

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NICC Course
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We live in a moment of history
where change is so speeded up
that we begin to see the present
only when it is already disappearing.

The Organizational Challenge

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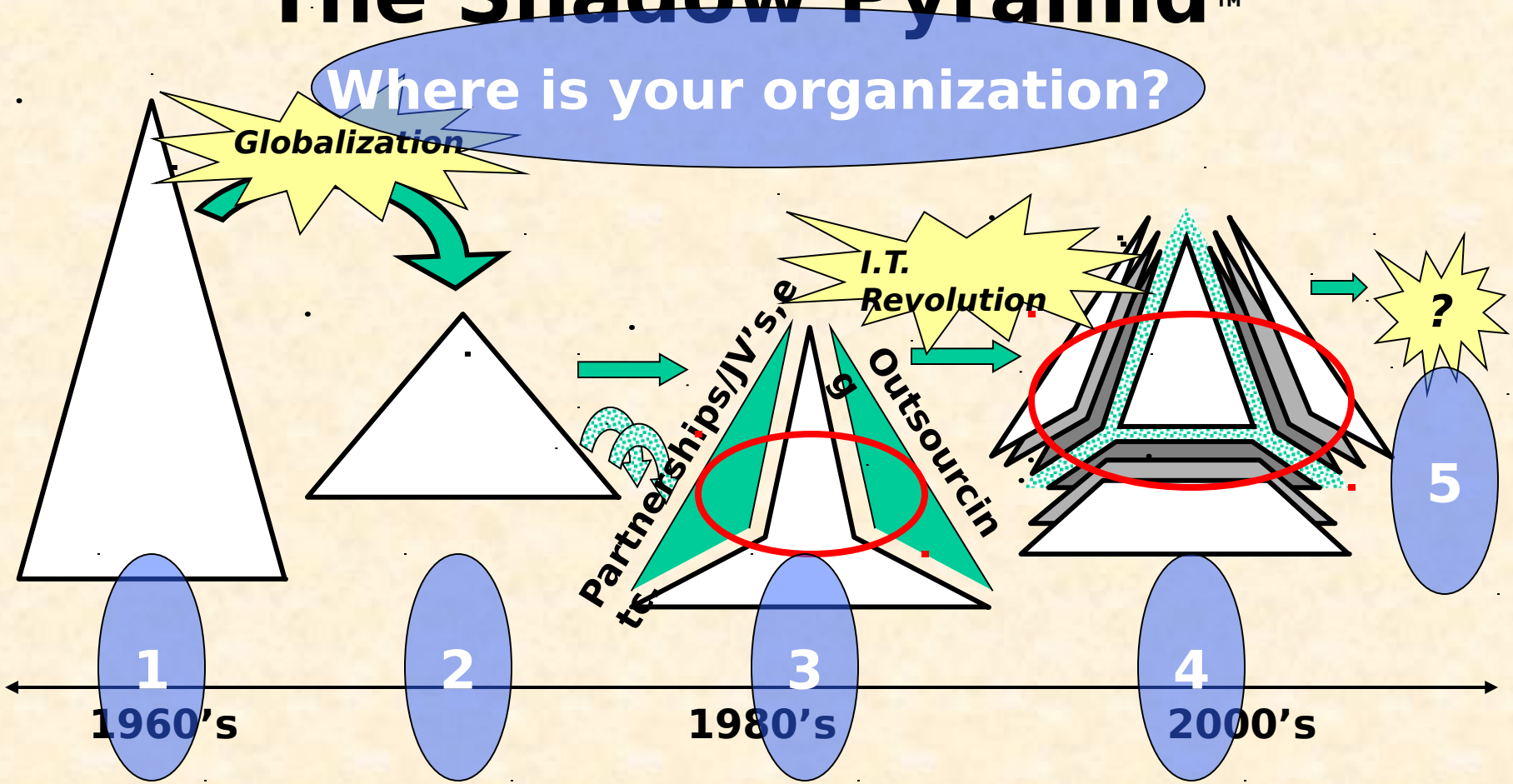
Evolving Organizational Forms: The Shadow Pyramid™



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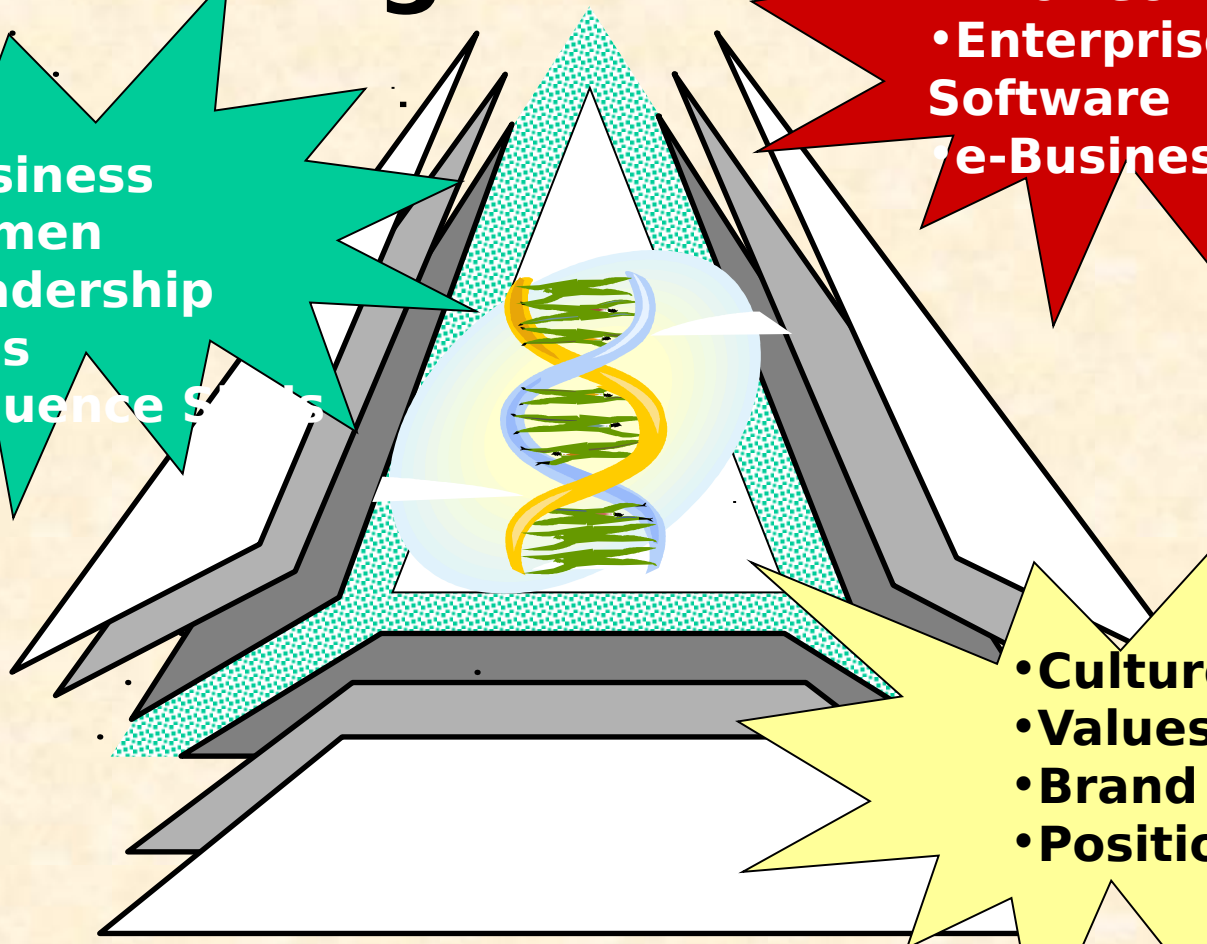
Shadow Pyramid™ Organization



- Info Technology
- Enterprise Software
- e-Business

- Business Acumen
- Leadership Skills
- Influence Skills

- Culture
- Values
- Brand
- Position

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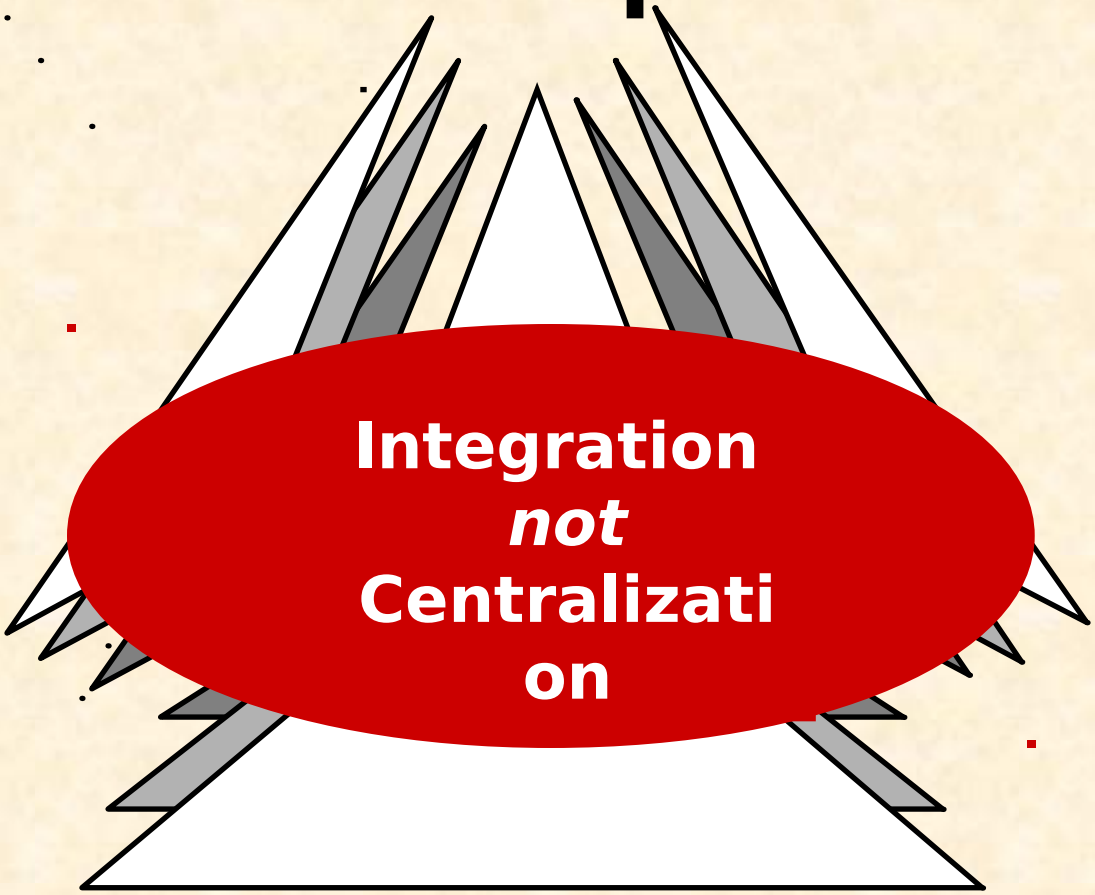
--New Rules, New Roles
The Corporate "Center"



- **Provide focus—build portfolio of business operations and relationships**
- **Develop and maintain brand character and culture**
- **Provide source of financing**
- **Coordinate general management talent pool**
- **Create and maintain communication infrastructure--both technical and interpersonal**

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Discussion Exervise: The Shadow Pyramid™

Please indicate, from your personal perspective, the extent to which each statement is true for your business.

Scale: 1=not at all 3=to a moderate extent 5=to a great extent

1) We can clearly articulate the "value" of our business from the perspective of our stakeholders.	1	2	3	4	5
2) We can clearly define what makes our products and services "unique" from those of our competitors.	1	2	3	4	5
3) We have clearly defined and clarified the strategic intent of our business.	1	2	3	4	5
4) We have defined and are developing core competencies and technologies for our business.	1	2	3	4	5
5) We are evolving toward a more virtual organizational model.	1	2	3	4	5
6) The leadership skills essential for success in a more virtual structure are evident in our organization.	1	2	3	4	5
7) We have sufficiently developed internal tactical relationships (e.g., with other internal units) that complement our core competencies and technologies.	1	2	3	4	5
8) We have sufficiently developed external tactical relationships (e.g., vendors, contractors) that complement our core competencies and technologies.	1	2	3	4	5
9) We have sufficiently developed strategic relationships (e.g., joint ventures, partnerships, alliances) that complement our core competencies and technologies.	1	2	3	4	5
10) We effectively manage the interfaces with our partner/provider network.	1	2	3	4	5

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Implications for Leaders…

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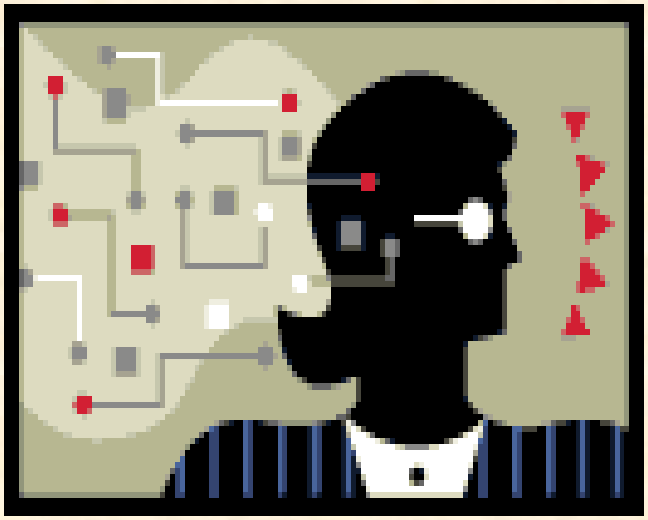
The 21st Century Leader …Mindsets



- **Boundaryless thinker**
- **Network builder**
- **Diplomat**
- **Interpreter**

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21st Century Leadership Roles

***Boundaryless Thinker*--Thinking beyond the status quo**

- **Critical Skill Sets**
  - ✓**Big picture perspective**
  - ✓**Openness to ideas**
  - ✓**Willingness to look beyond oneself for capabilities and resources**

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21st Century Leadership Roles

***Network Builder*—Finding and linking with complementary partners**

- **Critical Skill Sets**
  - ✓**Relationship mindset**
  - ✓**Knowledge of own value and uniqueness**
  - ✓**Ability to recognize others' value and uniqueness**
  - ✓**Search for synergy**

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21st Century Leadership Roles

***Diplomat*—Developing the skills to manage networks**

- **Critical Skill Sets**
  - ✓**Ability to relate**
  - ✓**Ability to communicate**
  - ✓**Ability to negotiate**

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21st Century Leadership Roles

***Interpreter*—Helping partners see the benefits of working together**

- **Critical Skill Sets**
  - ✓**Solid knowledge of business**
  - ✓**Broad knowledge of marketplace**
  - ✓**Ability to influence others**

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Discussion Exercise: 21st Century Leadership Roles

Please take a few minutes to rate yourself as a 21st century leader. Indicate, from your personal perspective, the degree to which you demonstrate capability in each role.

Scale:	1=not at all	3=to a moderate extent	5=to a great extent				
Boundaryless Thinker--Thinking beyond the status quo							
1) Big picture perspective			1	2	3	4	5
2) Openness to ideas			1	2	3	4	5
3) Willingness to look beyond oneself for capabilities and resources			1	2	3	4	5
Network Builder--Finding and linking with complementary partners							
1) Relationship mindset			1	2	3	4	5
2) Knowledge of your own value and uniqueness			1	2	3	4	5
3) Ability to recognize others' value and uniqueness			1	2	3	4	5
4) Searching for synergy			1	2	3	4	5
Diplomat—Developing the skills to manage networks							
1) Ability to relate			1	2	3	4	5
2) Ability to communicate			1	2	3	4	5
3) Ability to negotiate			1	2	3	4	5
Interpreter—Helping partners see the benefits of working together							
1) Solid knowledge of business			1	2	3	4	5
2) Broad knowledge of marketplace			1	2	3	4	5
3) Ability to influence others			1	2	3	4	5

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The best way to predict the future is to create it.

-- Peter Drucker